

SHAGANAPPI COMMUNITY ASSOCIATION BUSINESS PLAN 2017-2018

Community History

- Established in 1955, the Shaganappi Community Association has grown to include the Shaganappi, Sunalta West, and Upper Scarboro real estate districts. Shaganappi Community is located just south of the Bow River, bounded by Crowchild Trail on the East, 17th Avenue on the South, and 33rd Street SW on the West. There are businesses along 17th Ave SW; as well, Westbrook Mall is across from the western edge of the community. We are fortunate to have multiple bike pathways that lead to the river and downtown. In addition to the City of Calgary Shaganappi Golf course, the community has two parks. Shaganappi Park, just south of Bow Trail, features tennis courts, multiple skating rinks and a skating path in the winter, a sledding hill, a playground, a natural gully, as well as the Shaganappi Community Hall. Oliver Quarry Park, just west of Crowchild Trail, is an off-leash park that also boasts a great sledding hill, and pays homage to the sandstone quarry that once operated in the area nearly 100 years ago. In 2013, our community saw the extension of the LRT through our neighbourhood, which included the addition of the Shaganappi LRT station across from the golf course. Alexander Ferguson, a public elementary school, is also within our community boundaries.
- **Incorporation Information**
 - Registered Society Name – Shaganappi Community Association
 - Society Registered Date – November 14th, 1955

- **Age and Background of Facility**

The quaint Shaganappi community hall, and its surroundings, is at the heart of many community events and informal gatherings of neighbours. The facility, and its proximal amenities, are operated and maintained by volunteers in the community. A group of volunteers work to establish and maintain the ice rinks and paths in the winter for all in the area to enjoy. Various groups and individuals who seek the comfortable and intimate atmosphere of the hall rent the community hall throughout the year. In the summer, residents enjoy using the two tennis courts, a full basketball court, as well as a volleyball net put up by volunteers. It is an annual tradition to hold “Shagtoberfest” in October so neighbours can visit.

- **Community Evolution**

There are a variety of homes in the area, from single detached residential homes, duplexes, redeveloped lots that have been turned into infills, as well as multi-family residences and apartment buildings. We have witnessed changes to density zoning in our area, and expect this will continue to affect development in Shaganappi. The Main Streets initiative in 2017 was the result of multiple engagement opportunities where residents could have input on the amount and kind of development along the edge of our community along 17th Ave. There are also plans for considerable development on the Jacques lodge parcel of land in our community (east of the Shaganappi golf course), as well as by Westbrook Mall.

Background

The Shaganappi Community Association includes both the Shaganappi and Scarborough/Sunalta West (sometimes called “Upper Scarborough”) areas. Altogether, there are just under 2000 people living in the 874 households in the community area. There is a mix of single-family homes, as well as apartment buildings, townhouses, and duplexes. With the addition of the West LRT to our area, as well as re-zoning of areas within and adjacent to

our community, we expect growth in multi-family developments in our community which will greatly increase the number of individuals in our community area.

As a community association, we are responsible and hard working and want the best for our area. Our lease for the community hall with the City of Calgary is in place until March 31st, 2027.

Strengths – Weaknesses - Opportunities - Threats

- Strengths: excellent, up-to-date communication with members via email group lists made possible through a membership database; website system for online purchase and renewal of community memberships; updated bylaws; completion of Life Cycle Plan; stable rental income from regular renters; outstanding recreation amenities; hard-working and knowledgeable volunteers; friendly community spirit; two LRT stations within walking distance in our area; shopping and other restaurants border our community; Alexander Ferguson, a non-bussing public elementary school, has been a wonderful recent draw for young families to our area.
- Weaknesses: creating resources (both financial and people); attracting and retaining new volunteers to cover the many emerging needs of our community; lack of identity and unity across all areas of the community.
- Opportunities: major development and changes in our area to 17th and 12th Avenues, Jacques Lodge site, Westbrook Mall, and Crowchild Trail; we see 14th Ave as a major opportunity for beautification and traffic calming in our neighbourhood.
- Threats: age of our community hall; development pressures; short-cutting traffic; maintaining level of service during anticipated major transitions to area; crime or other factors that compromise the health and safety of residents in public recreation spaces or in private yards.

Vision

Shaganappi is a diverse community where people feel safe, connected and invested; neighbours have multiple opportunities for recreation and enjoying nature in our community.

Mission

The Shaganappi Community association provides recreational opportunities, maintains community amenities, and facilitates advocacy for residents on issues affecting our area.

Values

In fulfilling our vision and mission, the Shaganappi Community Association wants to be:

- Proactive
- Representative of residents' interests
- Sustainable
- Welcoming and fun

Review of Key Areas

- **Our Community: Community Assessment and Market Research**

- Who We Serve: Largely residents living in the community boundary, although many of our hall renters (and users of recreation amenities) come from elsewhere in the City.
- What We Know About the People We Serve: Our community hall is smaller and is thus suitable for a very niche clientele who are seeking a more intimate place to meet.
- Partners: Occasionally, we have reached out to local businesses for prizes or financial support with various community initiatives. We have worked closely with the City of Calgary on various park initiatives.

- **Our Programs and Services**

- Priority Programs and Services: Hall Rentals; facilitating advocacy for residents' interests; maintenance of recreation amenities for residents; social gatherings and other initiatives to bring the community together; communication with residents about crime and other community issues.
- Revitalizing or Reducing Programs and Services: Because the volunteers are already quite busy, it has been the approach of the SCA to invite residents who bring a concern or idea to the board to take the first steps of addressing the issue. This approach maintains volunteers' work schedule, and has brought in new individuals to the organization because they care about an issue they seek to change.

- **Our People: Human Resources**

- Members: To be a member of the Shaganappi Community Association, you must purchase an annual membership. Members who live within the geographical boundaries of Shaganappi can be voting members; individuals who live outside the area, as well as businesses, can be non-voting members only.
- Board of Directors: Currently, our board consists of: President, Vice-President, Treasurer, Secretary, and three Director positions.
- Committees: A development committee, and various ad-hoc committees have been established in the past when needed (Traffic, West LRT, residents' committees for special projects, social events, etc.)
- Staff: Currently, we have no paid staff.
- Volunteers: All board members are volunteers. As well, we often get volunteers to help with clean-ups, rink flooding, and other community initiatives throughout the year.

- **Our Story: Marketing and Communications**

- Internal Communication: Usually done by email amongst board members, as well as at our monthly face-to-face meetings.
- External Communication: Website (www.shaganappicommunity.ca); email to member list (members can choose what categories of emails they would like to receive from us); board signs to advertise events and AGM; occasional door-to-door communications.

- **Our Facility and/or Amenities**

- Lifecycle Plan: In 2015 a detailed assessment of our built facilities was completed. This report recommends the priority and timing of repairs and upgrades based on building systems age, wear, and compliance with current codes.
- Maintenance: The Lifecycle Plan serves as a comprehensive manual for ensuring proper maintenance of our facilities. Maintenance issues are also reviewed at monthly Association meetings.

- Usage and Growth: Slated imminent improvements are a) completing repairs categorized as “urgent” in the Lifecycle Plan; 2) expanding our maintenance shed to meet current requirements; and 3) mproving our natural creek area.
 - Rentals: We rent our smaller hall to various cultural groups, special interest groups, and residents of our community. As well, we donate our hall for use by community service groups, Federation of Calgary Communities events, City of Calgary planning meetings, Special Olympics gatherings, Sunalta and Alex Ferguson School, and the Kids’ Cancer Club.
- **Our Finances**
 - Revenues consist of annual memberships, hall rental receipts, donations, special event door receipts, and AGLC Casino funds as allotted. Proceeds are deposited in Scotiabank to the appropriate account and recorded as part of the continuous bookkeeping process which is currently performed by the Treasurer. Membership income is reported by both the Treasurer and the Director responsible for membership.
 - AGLC funds are allotted by the Provincial Government in 18-month cycles based on application and our volunteer team participation in a two-day Casino work assignment. We are allotted funds at the discretion of the AGLC fund allotment team. The funds must be used for “approved use of funds” projects. AGLC protocols are followed and reported upon as per funding requirements managed by the Treasurer.
 - Operating expenses are paid and reported on by the treasurer. Examples of typical operating costs include: audit fees, utilities, hall security alarm, telephone and other expenses related to operating the facility and the community association. The treasurer prepares cheques for expenses which are signed by two bank approved signatories. We have no paid staff; all positions are volunteer.
 - The Treasurer prepares and distributes financial reports at the monthly board meetings. The Treasurer prepares and arranges the audit to be completed by an approved auditor at fiscal year end March 31.

All Federal and Provincial reports and tax reporting are completed by the Treasurer (while retaining the option of having it be completed by the auditor).

- The Treasurer prepares and presents Operating and Casino budgets to the board for approval annually. The Treasurer recommends money management strategies to the board and processes them as approved by the board.

- **Our Fundraising**

- Memberships are sold year-round, with payment available online on the website, advertising banners/signs on the property, and special mail-outs and advertising campaigns.
- Casino funds are received as a result of community based volunteer teams working at the appointed Casino under the direction of the AGLC. We are allocated a portion of the revenue per the AGLC guidelines.
- Grants are applied for based on need, and require an available volunteer to be responsible for the project.
- All funds and expenses, whether Operational or Casino, are recorded in a QuickBooks reporting system by the Treasurer with all original back-up residing in SCA specific binders. The Casino deposits and expenditures are reported monthly by both the Director responsible for Casino and the Treasurer. Operating deposits and expenditures are reported monthly by the Treasurer and audited by the Federation of Calgary Communities appointed auditor at Fiscal year end March 31.
- Computer back-up of all related Shaganappi Community Files are at the Treasurer's residence. Original audited financial statements are similarly available.

- **General Sustainability**

- Bylaws are reviewed prior to our AGMs to ensure compliance and determine if changes need to be made.
- Filing of annual society report to province; continuous communication and reporting to AGLC.

Anticipated Schedule of Needs for Shaganappi Community Association

Key Area	Action Items	By When	By Whom	Resources (i.e. expertise, money required)	Completed
Development and Transportation					
	<ul style="list-style-type: none"> Organize specific issue Town Halls 	As needed	Development Committee / Memberships	Hall space, volunteers	Ongoing – specific residents’ meetings or open houses generally held at least monthly outside of summer months
	<ul style="list-style-type: none"> Conduct community needs assessment 	Development / transportation is a key driver of Shaganappi needs	Development Committee / Memberships	Significant volunteer time	Ongoing – needs are informed by individual projects
	<ul style="list-style-type: none"> Conduct a community development plan 	Done – 3 very recent ARPs, or amendments most recently in November 2016	Development Committee	Ongoing monitoring of development proposals by Committee	Ongoing – needs are informed by individual projects

Key Area	Action Items	By When	By Whom	Resources (i.e. expertise, money required)	Completed
	<ul style="list-style-type: none"> Large scale development proposals – Jacques / Westbrook / 12th Avenue / Main Streets / Crowchild 	As needed	Development Committee, Vice President for Crowchild	Area resident engagement is initiated, and qualified volunteers (both representative, and with technical knowledge)	Ongoing – needs are informed by individual projects
Programs & Services					
	<ul style="list-style-type: none"> Community hall, Shaganappi skating rink and park 	Ongoing maintenance throughout the winter	Facility Director + solicited volunteers	Ongoing equipment costs, continued volunteer commitments	Ongoing, weather dependent for rink
	<ul style="list-style-type: none"> Plan & implement Shagtoberfest annual party 	Ongoing	Facility Director, Membership Director + solicited volunteers	Self- funding, hall space, food and refreshments	Annually in late Sept or Oct – a small surplus is generally recorded
	<ul style="list-style-type: none"> Plan & implement Community Clean-up 	Generally, September again in early June (gully clean-up)	Designated Project Manager for fall clean-up Facility Director for gully	Trucks, bags, volunteers, city garbage crew	Annually
	<ul style="list-style-type: none"> Ongoing casino 	As available	Facility Director	Volunteers	Every 18 months

Key Area	Action Items	By When	By Whom	Resources (i.e. expertise, money required)	Completed
Human Resources					
	<ul style="list-style-type: none"> Develop Board / staff job descriptions 	Communicated for all significant positions	President	Volunteer time	Done
	<ul style="list-style-type: none"> Develop Board succession Plan 	Ad hoc currently, as we lack qualified volunteers become available, high level of engagement driving more interest in CA	N/A	N/A	N/A
	<ul style="list-style-type: none"> Develop Code of Conduct policy / ongoing Board orientations 	Recent (2013) extensive revisions to bylaws are sufficient	N/A	N/A	N/A
Marketing & Communication					
	<ul style="list-style-type: none"> Maintenance of online membership and communication system 	Done	Membership Director	Volunteer time	Done on membership system, ongoing on communication

Key Area	Action Items	By When	By Whom	Resources (i.e. expertise, money required)	Completed
	<ul style="list-style-type: none"> Facebook page 	Implemented 2016	Designated Communications Committee Member	Volunteer time	Ongoing for maintenance and content
	<ul style="list-style-type: none"> Update CA web site content 	Updated and reworked – late 2015	Designated Communications Committee Member	Volunteer time, possibly minor software costs	Ongoing
Facility & Amenities					
	<ul style="list-style-type: none"> Review Lifecycle Study and identify current, past due, and future work to be completed 	Done – spring 2015, implemented significant renovations in 2016	Facility Director, approval by Board	Volunteer time, successful grant applications	Ongoing – additional upgrades to be funded from casino and grant funds when available
	<ul style="list-style-type: none"> Maintain and enforce hall rental policy 	A comprehensive hall rental policy is outlined in the hall rental agreement and signed by each renter prior to occupying the hall	Facility Director	N/A – as disclosed	Done - reviewed and revised if needed by Board as issues arise
Financial					
	<ul style="list-style-type: none"> Identify proper financial controls policies and procedures 	Ongoing	By Board, two signatures on cheques, two on financials, Board review of auditor letter, timely audited financial statements	Board meeting time	Ongoing

Key Area	Action Items	By When	By Whom	Resources (i.e. expertise, money required)	Completed
	<ul style="list-style-type: none"> • Train Board on financial policies and procedures 	Ongoing	By Board, as part of initial budgeting process; led by Treasurer	Volunteer time	Ongoing
	<ul style="list-style-type: none"> • Identify appropriate level of financial expertise 	Done	By Board	The board generally has one or more volunteer CPAs, past treasurer is on the board, circulation of auditors' letter	Done (to date)
	<ul style="list-style-type: none"> • Decision making in place and followed regarding spending including entering into contracts, applying for grants, max spending limits 	Ongoing	Board authorizes major contracts and grant applications, spending is limited to cash on hand	Volunteer time	Done (to date), contracts will continue to be reviewed by the Board
	<ul style="list-style-type: none"> • Available grants and funders are identified and maximized 	Ongoing	Treasurer, President, Facilities Director work together	Volunteer time; will not secure grant without committed volunteer team to execute program	Done (to date)
	<ul style="list-style-type: none"> • Donors/ funders are recognized 	Done	Individual project manager	Volunteer time	Done (to date)

Key Area	Action Items	By When	By Whom	Resources (i.e. expertise, money required)	Completed
	<ul style="list-style-type: none"> Update bank signing authorities 	When new appointments occur at AGM	Treasurer	Volunteer time	Done (to date)
	<ul style="list-style-type: none"> Prepare budget for upcoming year 	June, for approval by new Board each year	Board, led by Treasurer	Board and volunteer time	Done (to date)
Sustainability Requirements					
	<ul style="list-style-type: none"> Minimum board of directors in place 	Done – all voting positions filled	Board	N/A	Done
	<ul style="list-style-type: none"> Bylaws are current and adhered to any revisions have been filed with the province 	Revised 2013	Board	N/A	Done
	<ul style="list-style-type: none"> Annual Society Return filed: bylaws/objects changed 	Done	Treasurer, verified by Secretary Bylaws objects would be Board responsibility	N/A	Done
	<ul style="list-style-type: none"> Bylaws reviewed every five years 	Prior to June 2018	Board	Board and volunteer time	June 2013
	<ul style="list-style-type: none"> Due process is followed for bylaw changes 	Changes approved by membership at properly conducted AGM	Board	Board and volunteer time	June 2013

Key Area	Action Items	By When	By Whom	Resources (i.e. expertise, money required)	Completed
	<ul style="list-style-type: none"> • Business planning conducted every 2 - 5 years 	Done and ongoing	Board	Board and volunteer time	Ongoing and current as of the date of this report.
	<ul style="list-style-type: none"> • Conduct community needs assessment (every 5 years) 	Development / transportation is a key driver of needs – accordingly these are updated at least annually	Development Committee / Memberships / Board	Board and volunteer time	Ongoing
	<ul style="list-style-type: none"> • Key documents/files kept in a secure place accessible to appropriate board members and membership 	Historical financial files in hall cabinet at hall; current files secured with Treasurer	Secretary maintains minute book / Treasurer maintains historical financial records	N/A	Done